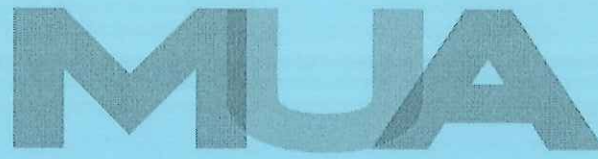


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UNDERGRADUATE UNIVERSITY EXAMINATIONS

SCHOOL OF MANAGEMENT AND LEADERSHIP

**DEGREE OF BACHELOR OF MANAGEMENT AND LEADERSHIP/
BACHELOR OF COMMERCE**

HRM 400/HRM 414: EMPLOYEE MOTIVATION AND PRODUCTIVITY

DATE: 10TH APRIL 2018

DURATION: 2 HOURS

MAXIMUM MARKS: 70

INSTRUCTIONS:

1. Write your registration number on the answer booklet.
2. **DO NOT** write on this question paper.
3. This paper contains **SIX (6)** questions.
4. Question **ONE** is compulsory.
5. Answer any other **THREE** questions.
6. Question **ONE** carries **25 MARKS** and the rest carry **15 MARKS** each.
7. Write all your answers in the Examination answer booklet provided.

QUESTION ONE

Read the Case Study below carefully and, answer the questions that follow:

BLUES MACHINE PARTS

Zonella Blues was worried. Sitting in her office at the company, she pondered the same questions she had been asking herself for months: how to make the organization's employees work harder and be more productive. Despite her efforts, it didn't seem to help much. She inherited the company four years ago from her father, Jack BLUES, who passed away unexpectedly. Blues Machine Parts was founded thirty years ago by Jack and had grown into a moderate-size organization. Blues makes replacement parts for large-scale manufacturing machines such as lathes and mills. Although Zonella grew up in the family business, she never understood her father's approach. Jack had treated his employees like part of his family. In Zonella's view, however, he paid them more than he had to, asked their advice far more often than he should have, and spent too much time listening to their ideas and complaints. When Zonella took over, she vowed to change how things were done. In particular, she resolved to stop handling employees with kid gloves and to treat them like what they were: the hired help.

In addition to changing the way employees were treated, Zonella had another goal for Blues. She wanted to meet the challenge of international competition. Japanese firms had moved aggressively into the market for heavy industrial equipment. She saw this as both a threat and an opportunity. On the one hand, if she could get a toehold as a parts supplier to these firms, Blues could grow rapidly. On the other, the lucrative parts market was also sure to attract more Japanese competitors. Zonella had to make sure that Blues could compete effectively with highly productive and profitable Japanese firms.

From the day Zonella took over, she practiced an altogether different philosophy to achieve her goals. For one thing, she increased production quotas by 30 percent. She instructed her first-line supervisors to crack down on employees and eliminate all idle time. She also decided to shut down the company softball field her father had

built. She thought the employees really didn't use it much, and she wanted the space for future expansion.

Zonella also announced that future contributions to the firm's profit-sharing plan would be phased out. Employees were paid enough, she believed, and all profits were the rightful property of the owner. She also had private plans to cut future pay increases to bring average wages down to where she thought they belonged. Finally, Zonella changed a number of operational procedures. In particular, she stopped asking other people for their advice. She reasoned that she was the boss and knew what was best. If she asked for advice and then didn't take it, it would only stir up resentment.

Whenever Zonella walked through one of the plants, she sensed that people weren't doing their best. Performance reports indicated that output was only marginally

Required

- a) Compare and contrast Zonella's and Jake's approach to managing employees and the impact the approach has on employees' motivation (10 marks)
- b) Advise Zonella on what to do to increase employee's productivity (5 marks)
- c) Critique Zonella's approach to employee motivation (5 marks)
- d) Identify the determinants of employee productivity at Blues (5 marks)

QUESTION TWO

- a) Discuss the consequences of punishment as a method of motivating employees (4 marks)
- b) Discuss the reasons as to why motivation is a challenge to most managers (8 marks)
- c) Highlight the three needs according to the ERG theory of motivation (3 marks)

QUESTION THREE

- a) Discuss the job characteristics that affect employee motivation (10 marks)
- b) Explain the aims of the reward system (5 marks)

QUESTION FOUR

- a) Discuss the facets of employee engagement (6 marks)
- b) Explain the implications of expectancy theory to managers (9 marks)

QUESTION FIVE

- a) Explain the factors that a manager should consider in ensuring that the job design is effective (9 marks)
- b) Explain three environmental influences on employee productivity (6 marks)

QUESTION SIX

- a) Highlight the individual aspects of an employee that have a bearing on their productivity (6 marks)
- b) Explain nine strategies that can enhance employee empowerment (9 marks)